

Capacity building workshop on unemployment protection

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Employment Services

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Active and passive labour market policies

Main approach	Rationale	Types on services
Active labour market policies	Reduce unemployment and maintain individuals' attachment to labour market	Job search assistance, counselling of jobseekers and provision of information
		Matching jobseekers with current vacancies, job mediation/brokering
		Upgrading and adapting jobseekers' skills to improve their employability
		Temporary employment through internships, subsidies to enterprises and labour-intensive public works
Passive labour market policies	Alleviate financial consequences of unemployment	Unemployment benefit schemes
		Severance payment, early retirement schemes
		Other income support related to unemployment

Role of PES and typical implementing measures

Role of PES	Typical implementing measures
Registration of jobseekers	Offering preliminary information Skills and employability assessment (profiling) Suggesting individual employment/service plan
Job search assistance, counselling services for jobseekers and provision of information	Information of labour market situation/demands Career guidance and counselling, vocational orientation Advise for job search and preparing for interviews
Matching jobseekers with current vacancies, job mediation/brokering	Online matching facility for jobseekers and employers Individual services, informing jobseekers on vacancies Pre-selection of candidates for employers Recruitment support in form of skills training, etc.
Upgrading and adapting jobseekers' skills to improve their employability	Referrals to TVET programmes and apprenticeships Joint-training with employers Own training production by PES
Internships, subsidised employment and public works	Self-employment support (grants, training) Financial incentives to employers, traineeships in enterprises Referrals to public works, support to mobility
Administering unemployment benefit	Assigning status of unemployed Monitoring of fulfilling the conditions (job search, no refusals, etc.) Executing payments (when applicable)

In some countries, the role of PES also include supervision of Private Employment Agencies (PEA):

- Licencing
- Monitoring of fulfilling the conditions set for operations
- Collecting information on the vacancies, service users, etc.

PES service model

All countries to decide the service model for PES by taking into account their national economy and labour market circumstances, policy context and existing service structure and resources available.

A PES service model (also called “service concept” or “business model”) should include the following:

- Most **appropriate portfolio on types of services and programmes** to be offered to jobseekers and employers
- **Delivery channel for each service and programme** (online facility, group services or face-to-face/individual sessions)
- Producing services and programmes: by **PES itself or using service providers** (private or NGOs)
- **Service structure**: office network, human resources and staff profiles, reporting practice and managing performance

PES with impact to labour market – international success factors

1. Clear policy vision: desired role to play in the labour market and expected impact to employment, resourcing related to policy aims, efficient performance monitoring, and legal mandate for operations
2. PES as focal point in the labour market: offering inputs to coordination of employment measures, receive information on programme offer and referring jobseekers to employment related programmes (TVET, public works, etc.)
3. Outreaching jobseekers: stock of registered jobseekers
4. Outreaching employers: connection to private sector and offer of vacancies
5. Appropriate service model: balance between online and individual services, own service production and service providers, coverage of service network, relevant staff profiles and allocation
6. Considering the needs of vulnerable jobseekers and cooperation with other institutions, including social protection services

Findings from the consultancy (1)

1. Some progress is made by increasing the number of service units (ESCs) and introducing KORA portal.
2. Some core services are made available in ESCs. However, the ESCs don't constitute a coherent employment service network with common service model, operational guidelines and service standards. The staff volume in PES is far below what is needed for making substantial impact to labour market.
3. The numbers of service users in KORA and ESCs remain modest. Connections to private sector is weak which is reflected by low number of vacancies reported by employers.
4. There is no policy view for the role PES in Rwanda. This also applies to the PES service model and legal framework for employment services.
5. The linkages between PES and ALMPs needs clarifying and strengthening. Currently, it's not clear in which extend the ESC have a role in referring jobseekers to different ALMPs.

Findings from the consultancy (2)

6. Partnership with Private Employment Agencies (PEAs) is highlighted at policy level, but forms of actual cooperation remain unclear. Furthermore, monitoring of PEAs' operations appeared to be not systematic.
7. Policy to be developed to outreach a bigger share of population and employers. Expanding the ESCs network to be considered and developing the KORA portal to serve a wider audience (variety in vacancy offer, language version).